Writing Effective Core Qualifications

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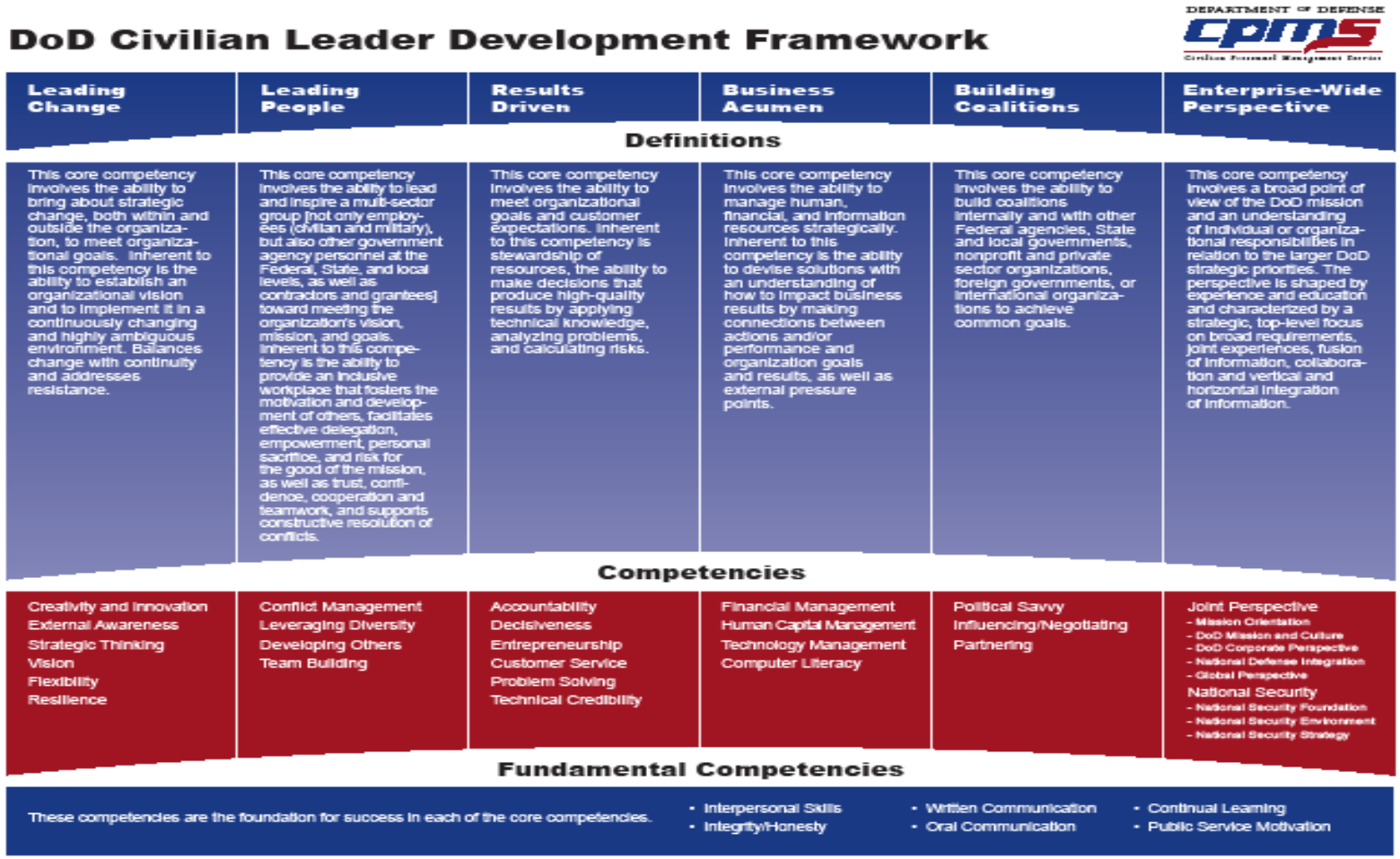
Objectives

- Describe major requirements of the Executive Core Qualifications (ECQs) and sub-competencies
- Introduce effective techniques for completing the ECQs
- Discuss how to market yourself on paper

DoD Civilian Leader Development Framework


DoD Civilian Leader Development Framework
DEPARTMENT OF DEFENSE
cpms
Leading Change
Leading People
Results Driven
Business Acumen
Building Coalitions
Enterprise-Wide Perspective
Definitions
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.
This core competency involves the ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.
This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.
This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.
This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.
This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.
Competencies
Creativity and Innovation
External Awareness
Strategic Thinking
Vision
Flexibility
Resilience
Conflict Management
Leveraging Diversity
Developing Others
Team Building
Accountability
Decisiveness
Entrepreneurship
Customer Service
Problem Solving
Technical Credibility
Financial Management
Human Capital Management
Technology Management
Computer Literacy
Political Savvy
Influencing/Negotiating
Partnering
Joint Perspective
- Mission Orientation
- DoD Mission and Culture
- DoD Corporate Perspective
- National Defense Integration
- Global Perspective
National Security
- National Security Foundation
- National Security Environment
- National Security Strategy
Fundamental Competencies
These competencies are the foundation for success in each of the core competencies.
• Interpersonal Skills
• Integrity/Honesty
• Written Communication
• Oral Communication
• Continual Learning
• Public Service Motivation

Leading Change

- Definition: Ability to bring about strategic change, both within and outside the organization, meet organizational goals; establish an organizational vision, and to implement it in a continuously changing environment.
- Competencies
  - Creativity & Innovation
  - External Awareness
  - Flexibility
  - Resilience
  - Strategic Thinking
  - Vision

Leading People

- Definition: Ability to lead people toward meeting the organization's vision, mission, and goals; to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

- Competencies
  - Conflict Management
  - Leveraging Diversity
  - Developing Others
  - Team Building

Results Driven

- Definition: Ability to meet organizational goals and customer expectations; make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.
- Competencies:
  - Accountability
  - Customer Service
  - Decisiveness
  - Entrepreneurship
  - Problem Solving
  - Technical Credibility

Business Acumen

- Definition: Ability to manage human, financial, and information resources strategically.
- Competencies
  - Computer Literacy
  - Financial Management
  - Human Capital Management
  - Technology Management

Building Coalitions

- Definition: Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments or international organization to achieve common goals.
- Competencies
  - Partnering
  - Political Savvy
  - Influencing/negotiating

Challenge-Context-Action-Result Model

- Challenge: Problem or goal
- Context: Individuals/groups, environment
- Action: Specific actions taken
- Result: Specific examples of results that show quality, quantity and effectiveness

Details that Count

- It's about YOU
  - Volunteer and private industry work, special assignments (task forces, committees, work groups)
  - Education used to achieve goals
  - Awards received for accomplishments
  - Begin with a brief summary of executive experience
- Clear, concise statement written in 1st person, active voice
- 4 page limit
- Spell out Acronyms
- Don't provide personal beliefs or philosophies
- Quantify/qualify accomplishments
- Don't include technical information
- Be friendly and professional

Last Words on Writing

- Tell a story and make it interesting
  - Show career progression
  - Show diversity in your work experience
  - Show how you incorporated what you learned
  - Show continuous learning
- Don’t forget writing basics
- Have friends, co-workers, and mentors read your ECQs

Sources

- OPM site: http://www.opm.gov/ses/recruitment/ecq.asp
  - http://www.opm.gov/ses/references/SES_Quals_Guide_2006.pdf
- The Federal Resume Guidebook, by Kathryn K Troutman (4th edition)
- DON Senior Executive site:

https://www.donhr.navy.mil/Senior_exec/default.asp